



PICK FROM THIS LIST

► HOW TO DO IT

1. EXAMINE THE FIFTY VALUES ON THE NEXT PAGE

You might recognize or covet many of them.

2. CHOOSE THE TEN VALUES THAT MEAN THE MOST TO YOU

Grab some paper and a pen. Identify the ten values that mean the most to you personally, not just the ones you think make you look good. Choose them if they're important to you, even if you're not always living them. It's a pretty big list of pretty big values but if it doesn't include personal priorities, come up with your own.

You'll notice that "market share" is not on this list. These are your personal values, the ones that you had long before you came to the job of management and that you'll have long after.

3. DEFINE THE MEANING OF EACH OF THE TEN VALUES YOU'VE CHOSEN

I've included one possible definition for each of these values—in case you're unfamiliar with the word "cooperation," for example. If the given definition doesn't work for you, change it until it does.

4. TAKE NO MORE THAN TEN MINUTES TO DO IT—SET YOUR WATCH

There's a reason for this. You'll have plenty of time later to review your choices.

MY VALUE	ONE DEFINITION
Accomplishment	Succeeding in reaching goals
Advancement	Progress, promotion, improvement
Adventure	Taking risks, new experiences
Affection	Love, deep friendship
Altruism	Helping those who cannot help themselves
Balance	Calm, moderate, perspective
Commitment	Dedication to cause, satisfaction in obligation
Compassion	Empathy, tolerance and understanding of others
Competence	Do things well, consistent self-improvement

MY VALUE	ONE DEFINITION
Competitiveness	Besting performance in yourself or others
Control	Influence or direct people's behavior, course of events
Cooperation	Pulling together for a common goal, support of others
Courage	Testing limits, facing difficulties with resilience
Creativity	Imagination, new ways of doing and seeing
Curiosity	Sense of wonder, awe about the world
Determination	Strength and perseverance, whatever it takes
Enlightenment	Pursuit of awareness that feeds the soul
Equality	Protection of equivalent status, rights opportunities
Fairness	Equal consideration, value of the greater good
Family	Mutual support and growth
Freedom	Independence, free will
Fun	Enjoyment, playfulness, sense of play
Harmony	Oneness, alignment
Health	Well-being of mind, body and spirit
Humor	Cleverness, stress-relieving perspective
Impact	Making a difference, changing the world, creating legacy
Individuality	Originality, self-expression
Innovation	Creating something new, better, different
Influence	Persuasion, bringing others together around common cause
Integrity	Honor, honesty, strength of character
Intelligence	Acquiring and applying knowledge
Involvement	Being "present" and participating fully
Joy	Appreciating the extraordinary in everyday things
Learning	Continuing education and experiences
Loyalty	Remaining faithful to a person or cause
Order	Respect for procedure and organization, calm
Passion	Enthusiasm, powerful attraction
Peace	Calm, centered, free from stress
Power	Ability to influence people and conditions
Recognition	Attention, positive notice
Relationships	Connection with others
Respect	Fair treatment, valuing individuals for uniqueness and opinion
Responsibility	Sense of duty, responsibility, conscientiousness
Security	Financial and/or emotional stability
Service	To be of assistance and support to a person or cause
Spirituality	Moral compass, belief in higher purpose, faith
Stability	Belief in the tried and true
Teaching	Passing knowledge on to others
Tradition	Support for customs and beliefs passed down
Wisdom	Application of knowledge and experience

Was it easy to choose your top ten values from a long list? Good for you. Was it hard to choose your top ten values from a long list? Good for you. Either way is perfectly understandable and completely irrelevant.

You're going to need to take a stand on just a few values. The longer your own list of values, the less able you're going to be to even remember it, let alone get anyone else to. Stick with the few that are the most important to you; your life will be mighty fine if you can meet even some of your top values at work.

1. CUT YOUR LIST OF TEN VALUES TO FIVE

Pick the five values that most define you as a human being.

2. TAKE NO MORE THAN FIVE MINUTES TO DO IT

You'll have plenty of time later to review your choices.

Was it easy to choose your top five values from a long list? Good for you. Was it hard to choose your top five values from a long list? Good for you.

Uh-oh.

That's right, you need to make one more cut. This time from the five that you just couldn't live without to the three that absolutely, more than anything, define you as an individual human being. And you need to do it in three minutes.

Relax, this is the last cut you have to make; otherwise, you'd end up with no values, which is where you might have started. We don't have time for that kind of Zen poetry—we've got your leadership platform to build.

1. CUT YOUR LIST OF FIVE TO THREE

Pick the three values you just couldn't live without.

2. TAKE NO MORE THAN THREE MINUTES TO DO IT

You'll have plenty of time later to review your choices.



CONFIRM YOUR CHOICE

You could conceivably change your choice of top values at any time, although I wouldn't suggest making it part of a regular Monday "To Do" list, which would only confuse your people. *"You, there—what are you doing? Oh, you're still on the 'harmony' value. You must have been out last week when I changed it to 'ruthless domination.'"* Much better to know that those values are not easily open to revision but are instead a true representation of your deepest beliefs.

Ask yourself these seemingly innocent questions to further check on your choice of values. We're done with the Gandhi Invitational Speed Trials; take as much time as you want from here on.

► HOW TO DO IT

1. ANSWER FOR EACH OF YOUR TOP THREE VALUES

Be sure to answer all fifteen questions.

2. CONFIRM THE STRENGTH OF YOUR PREFERENCE

Rate your answer to each question on a scale of 1–10, 10 being the strongest—*Oh, yeah*—and 1 being the least—*Nah*.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

3. TOTAL THE NUMERICAL SCORE

4. CHECK THE MEANING OF YOUR SCORE

At the end of the questions to see if you've confirmed each value as being key to your personal fulfillment.

1. My most treasured accomplishments have to do with living this value.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

2. The time I remember feeling most trapped has to do with not living this value.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

3. I am most thrilled when people compliment me for displaying this value.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

4. If people strongly advised me not to advocate this value, I'd do it anyway.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

5. Those people I admire most have (or seem to have) this value.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

6. If I knew for sure that I wouldn't be able to meet this value in my life, I'd go seriously nuts.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

7. I admit it: I believe people who don't understand the importance of this value are at best clueless and more likely of diminished capacity.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

8. There was a time I really failed to protect this value and it still haunts me.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

9. My friends would bet I'd rage on and on about this value given even the slightest provocation.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

10. I've had big trouble in relationships because this value was in conflict.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

11. The best decisions I've made for myself supported this value.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

12. The most memorable disagreement I've ever had was ultimately about this value.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

13. If I were going to make a list of the ideal characteristics of a partner—and by answering this question I'm not saying I've ever done that—this value would be one of the first things I'd put on the list. I mean, I don't have a list, but...

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

14. The worst decisions I've made for myself violated this value.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

15. On the days that I feel life is too short, I resolve to live this value more fully.

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

VALUE: _____ 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

► YOUR TOTAL SCORE FOR EACH VALUE

135–150: CORE

You feel strongly about this value and it's probably a part of your personal code for living. Still, it's a good idea to take the confirmation step that follows. One can never be too smugly convinced that they're evolved.

120–134: STRONG

This value is a strong preference for you but another may be even stronger. There are no "right" values; right is what works for you and choosing your top three doesn't mean others aren't extremely important to you. Don't let such a concern cause you to prioritize against instinct—go with those few you couldn't imagine living without. Check especially the cuts from top ten to five and from top five to top three.

105–119: UNSURE

There are values more important to you than this one. Back to the list of 40 with you and let's try it again. Spend some more time on that list and push back on your initial assumptions. Don't feel bad about this: You're not smarter just because you can instantly pick your most important values; this process is enough to give anyone pause and/or hives.

15–104: SPECIAL

Did you use darts to pick your values?



TALK TO YOURSELF, THEN TALK TO OTHERS

“The unexamined life is not worth living,” said Socrates. Spoken like a guy who didn’t have quarterly numbers to hit in the middle of a reduction in force. Becoming your own philosophical proctologist may be one agenda item too many in your real-world management schedule.

Wait a minute: Turns out Socrates was right. And if you want one of those lives worth living, identifying your most important values is a good place to start.

► HOW TO DO IT

1. EXPLORE WHAT YOU BELIEVE IN

Use any or all of the questions here to identify patterns of choices made, directions taken and options refused in favor of others. See how they map to your choice of values; if they don’t seem to, go back to the original list and explore your choices.

2. ASK THESE SAME QUESTIONS OF THOSE WHO KNOW YOU BEST

Choose those who will give you the most objective feedback. Remember that the perceptions others have of you depend on how you behave, but how you behave may not always be a reflection of your true values. Talk to them only after you’ve listened to yourself.

BEGINNINGS

- What were the values of my family that made me feel safe and loved?
- When was the first time I decided on values different from my parents?
- When was the first time I decided that I needed values?

CHALLENGES

- Have my values ever been challenged or threatened? How did I react?
- When am I at my most unreasonable—most unwilling to consider another point of view?
- What choices have I made to protect my values?

DECISIONS

- What is the hardest decision I've ever made that felt the best?
- What are the three biggest decisions I've ever made?
- If I had all the money I wanted, how would I be spending my time?

GOOD TIMES

- What is the most beautiful thing in my life?
- When have I been most at peace?
- What seems to come naturally to me?

BAD TIMES

- What has been most unfair in my life?
- Other than death or serious injury, what's the worst that could happen to me and why would this be so bad?
- What are some things that have memorably driven me crazy that I still can't stop obsessing about?

MESSAGES TO THE WORLD

- What would the world look like if I could create it?
- What's wrong with the world that must change?
- If I could say anything to the president of my country, what would it be?

ENDINGS

- What is the legacy I want to be known for?
- What are the three things most important to living a fulfilled life that I would tell a child?
- If I could do it all over, what do I wish I'd known sooner and why?



FOR YOUR CHILDREN: AGES 8-12

This is a fabulous thing to do with your kids. Young children greet the process of discovery with wonder and delight—better that they play with values than with matches. There are a lot of benefits for you too, including new insights into their self-image and motivations, plus an important reminder of their awareness and determination at such a young age.

► HOW TO DO IT

1. ALLOW THEM TO CHOOSE THEIR OWN VALUES

Use the same 10-5-3 reduction process that you applied. This list of values that has been abbreviated and revised for younger children.

MY VALUE	IT MEANS
Acceptance	People like you for who you are. Others want to include you.
Accomplishment	Setting goals and meeting them
Affection	Love, deep friendship
Altruism	Giving to those who have less than you
Competence	Liking to be really good at something and wanting to constantly get better at it
Creativity	Imagination. New ways of seeing and doing things.
Fairness	People are treated the way they deserve to be treated
Family	Looking out for one another, supporting each other, doing things together
Freedom	The ability to make your own choices
Individuality	Being your own person
Integrity	Doing what you say and saying what you mean
Intelligence	Being smart about something. Being seen as smart.
Learning	Discovering new things. New ways of seeing the world.
Loyalty	Supporting the people you care about, even sometimes if other people don't
Order	Things make sense and are as they should be. Your boundaries are respected.
Power	Ability to influence people and situations around you
Recognition	Being noticed for who you are and what you do
Respect	Who you are is important to other people
Security	Feeling safe in relationships with family and friends
Spirituality	Kindness, respect for all living things, doing the right thing



FOR YOUR OLDER CHILDREN: AGES 13-18

As parents, we judge ourselves by our intentions, which are typically pure and logical. We judge our teenagers by their actions, which are often suspect and delusional.

Checking the wrong instruction manual is what causes a lot of these actions. Children at this age are prone to look outside to define what’s inside. If their sense of self comes from external sources—peer pressure, pop culture and personal electronics—it’s unstable. This process will help them define how to act, armed with a greater awareness of who they are. They’ll be less hungry for self-definition and less susceptible to unhealthy or harebrained influences.

► HOW TO DO IT

1. ALLOW THEM TO CHOOSE THEIR OWN VALUES

Use a version of the same 10-5-3 reduction process that you applied. This list of values that has been abbreviated and revised for teenagers.

MY VALUE	IT MEANS
Acceptance	People like you for who you are. Others want to include you.
Accomplishment	Succeeding in reaching goals
Adventure	Taking risks, new experiences
Affection	Love, deep friendship
Altruism	Giving to those who have less than you
Commitment	Dedication to cause, satisfaction in obligation
Competence	Do things well, consistent self-improvement
Competitiveness	Besting performance in yourself or others
Cooperation	Pulling together toward a common goal
Creativity	Imagination, new ways of doing and seeing
Enlightenment	Pursuit of awareness that feeds the soul
Fairness	Equal consideration, rights and opportunities
Family	Community that looks out for one another, supporting each other, doing things together
Freedom	Independence, free will
Fun	Enjoyment and perspective
Health	Well-being of mind, body and spirit
Individuality	Originality, self-expression
Integrity	Doing what you say, saying what you mean
Intelligence	Acquiring and applying knowledge
Loyalty	Remaining faithful to a person or cause

MY VALUE	IT MEANS
Order	Respect for procedure and organization, calm
Passion	Enthusiasm, powerful attraction to do something
Peace	Calm, centered, free from stress
Power	Ability to influence people and conditions
Recognition	Attention, positive notice
Respect	Treating others well, being treated well
Security	Feeling safe in relationships with family and friends, or financially
Service	To be of assistance and support
Spirituality	Moral compass, belief in higher purpose, respect for all living things
Teaching	Passing knowledge on to others

"This book is game changing in a way I have never seen in a business book."

—John Riccitiello, CEO, Electronic Arts

BURY MY HEART AT CONFERENCE ROOM B

The Unbeatable Impact of Truly Committed Managers

STAN SLAP

READ BY STAN SLAP

The stories about Stan Slap are so remarkable that they seem like myths: He brought a room full of top-level Microsoft managers to tears, leaving them cheering "I'm hurting, too!" After a single speech at Patagonia, the company asked him to join its board of directors. One CEO described him as "Stephen Covey meets Nine Inch Nails." All this from a man who never graduated from business school, college, or even high school.

Bury My Heart at Conference Room B harnesses the awe-inspiring insights of Slap's life-changing management workshops. The book is a powerful tool for creating emotional commitment in managers. That means unchecked, unvarnished devotion to the company. If you've ever witnessed a human being emotionally committed to a cause--working like they're being paid a million when they're not being paid a dime--you know that discretionary effort is worth more than their financial, intellectual, and physical commitment combined.

Through unexpected case studies and a battle-tested self-assessment program, Slap shows how to help people live their deepest personal values at work, with huge payoffs for the companies that support their engagement.